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RECRUITER

The United States Army Recruiting Command

JOURNAL-june 95

Success
2000

— page 7





ARMY BIRTHDAY

June 14, 1995

Today is the Army's birthday as well as Flag Day. Like our Army, the American flag grew out of revolution. And like our Army, the design of our flag, Old Glory, has evolved over the years since 1777. The liberty it stands for, however, remains constant. So does the Army's vigil to protect that liberty.

Since 1775, more than 42 million Americans, in times of turmoil and tension as well as periods of peace, have raised their right hands to take an oath, making America's Army what it is: the premier fighting force in the world. They have taken that oath, not to a king, and not to a flag alone, but to the ideals our flag represents.

Yesterday we were ready, from Lexington and Concord to Gettysburg, and from Normandy to the Persian Gulf. Today we are ready to keep the peace or provide humanitarian relief around the globe. Tomorrow, too, we will be ready. Whenever the time, wherever the mission, whatever the challenge, you can always count on America's Army.



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MG Kenneth W. Simpson
Commanding General

S. Douglas Smith
Public Affairs Officer

Kathleen Welker
Editor

Pearl Ingram
Assistant Editor

Emille L. Howe
Assistant Editor

Joyce Knight
Graphics Support

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Army to hold personnel futures conference

■ By the year 2010, the Army vision of an information-age fighting force will be fully realized. Fundamental changes are already underway in the areas of combat doctrine, organization, and training, all driven by rapidly evolving technology. This vision, captured by the term "Force XXI," will mean a re-conceptualization and redesign of the Army at all echelons, from the foxhole to the industrial base, to meet the needs of a volatile and ever-changing world. It will be a force organized around information and information technologies.

Recently, the Chief of Staff of the Army, GEN Gordon R. Sullivan, asked LTG Theodore G. Stroup Jr., the Deputy Chief of Staff for Personnel, to examine the most important aspect of the Force XXI equation: What aptitudes and abilities will the young soldier of the future need to possess in order to operate effectively in a high-tech Force XXI environment; and can we assume that the nation's education system will provide sufficient numbers and quality of young people who aspire to serve their country in the military? If there appears to be a mismatch between supply and demand, what strategies need to be employed to bridge the gap?

In order to respond to GEN Sullivan's questions, LTG Stroup, in concert with GEN William W. Hartzog, commander of the Training and

Doctrine Command, convened a conference May 31 - June 2, 1995. Titled, "The Army 2010 Conference: Future Soldiers and the Quality Imperative," it gathered top experts from the military and academia to discuss the personnel issues involved in manning the Army in the 21st century. With an interest in the outcome of the conference, USAREC was tasked to support the agenda and arrange the administration of the conference.

The site of the conference was Cantigny, the 1st Infantry Division Conference Center and Museum near Wheaton, Ill. Cantigny is the estate of the late COL Robert McCormick, publisher of the *Chicago Tribune* and a World War I veteran of the 1st Division.

A detailed article covering this important conference will appear in next month's *Recruiter Journal*.

SecDef mourns loss of Les Aspin

■ The following is the official statement by Defense Secretary William J. Perry on the death of former Defense Secretary Les Aspin:

The death of former Secretary of Defense Les Aspin is a loss to the nation, a loss to the men and women of the U.S. military and a loss to me personally.

Secretary Aspin devote his life to public service. He served as an Army officer in the Pentagon and as a member of Congress from Wisconsin from 1971 to 1993. He

chaired the House Armed Services Committee from 1985 to 1993. As chairman, and as Secretary of Defense from 1993-1994, he crafted and carried out plans to restructure the nation's armed forces following the break up of the Soviet Union.

At the Defense Department, he initiated the Bottom Up Review, the visionary plan for tailoring the armed forces to meet the nation's changing security needs.

President Clinton named former Secretary Aspin to chair the President's Foreign Intelligence Advisory Board, where he was directing a bottom up review of the nation's intelligence needs.

The nation has lost a strong strategic thinker, and I have lost a valued friend.

Army News Service (from a DoD news release)

More tuition assistance for soldier-scholars

■ The Army has good news for soldier-scholars seeking college degrees funded in part by the Army's Tuition Assistance Program. Beginning in October, the program will be expanded to help fund up to 12 credit hours per year, up from the current nine credit-hour limit.

The program applies to active-duty soldiers and is limited to funding of 75 percent of tuition and certain other fees for collegiate course work, and is also limited to the following cost caps per semester hour:

- undergraduate, lower-level: \$60;

- undergraduate, upper-level: \$85; and
- graduate: \$170.

Soldiers who apply for tuition assistance must meet the requirements of AR 621-5, Army Continuing Education System. For more information, soldiers should see an education counselor at their local education center.

Army News Service

Voter registration restrictions

■ There have been some recent articles in battalion newsletters encouraging recruiters to export voter registration outside the recruiting station.

The Department of Defense has prohibited us from any voter registration activity other than that prescribed for our recruiting stations in the USAREC and DoD Pam.

Recruiters may not set up registration booths or otherwise take voter registration on the road. Recruiters may not use voter registration information for any purpose other than voter registration, i.e, recruiters will not obtain names and other information and create a list from information provided solely for voter registration.

POC is Frank Shaffery, HQ USAREC Recruiting Operations, (502) 624-0699.

Story ideas?

If you want to see a story in the *RJ*, call (502) 624-8948.



USAREC commanding general, MG Kenneth W. Simpson, tees off to open the 2nd Annual USAREC Golf Scramble, held at Fort Knox on May 5. More than \$1,000 was collected from greens fees, donations, and refreshment sales to benefit a worthy charity. This year's contribution was donated to a relief fund for victims of the Oklahoma City federal building bombing. (Photo by Marty Skulas)

Former Army secretary dies

■ Former Secretary of the Army Michael P.W. Stone died May 25 in a San Francisco hospital. Stone, 69, was the 15th Secretary of the Army, serving from August 1989 until January 1993.

He was responsible for the civil reconstruction program in Kuwait and also served as chairman of the board of directors of the Panama Canal Commission. Stone was first appointed in May 1986 as the assistant secretary of the Army for financial management and also served concurrently in 1989 as the acting undersecretary of the Army. He was the only secretary of the Army to have served at all three levels. While serving as

Army undersecretary in 1989, he also performed the duties of undersecretary of defense for acquisition.

Stone began his military career in 1943 when he went to England and joined the British Royal Navy. He was sent back to the United States for pilot training and graduated at Pensacola Naval Air Station before being assigned to the British carrier HMS Glory. Stone graduated from Yale in 1948 and later studied at New York University Law School. He was the founder of a marketing and paper manufacturing company in San Francisco and several subsidiaries, to include a vineyard.

He is survived by his wife, Ann, and two married sons.

MDW News Service

Coping with a slump

*(Adapted from an October 1982 article by Douglas Martz:
The more things change the more they stay the same).*

Most recruiters suffer performance slumps now and then. Slumps are not inevitable but they can creep up and play "gotcha" with production. What one does about such slumps marks the difference between the professional and the average recruiter. In the civilian sales world it is the difference between the order taker and the salesperson. So, what causes a slump? What should recruiters in a slump do (or not do)? How does a recruiter climb out of a slump?

Slumps happen for more reasons than we have space to list. One of the most common is being left alone too long without regular assistance and attention. Everyone needs strengths reinforced, weaknesses pointed out and to learn new skills. When peers and leaders don't provide this sort of regular "maintenance" people fall into bad habits or ruts. She or he only prospects where she or he had previously been successful. She or he makes each phone call the same as the last one, without any variety. These recruiters approach the job without motivation, enthusiasm or making adjustments based on market needs.

Receiving negative input

You may begin to receive lots of negative input when you're in a slump. That usually doesn't help much. Non-specific, negative criticism may cause the recruiter to "fort up" behind the desk as

though it were a night fighting position. That recruiter's purpose in life may change from success to survival. His/her self-esteem hits rock bottom. Initiative, drive, enthusiasm, and grit simply evaporate. The things which have made them successful in the past don't seem to work any longer. If this situation is not promptly identified and effectively addressed, the recruiter may develop that slightly metallic bitter acid taste called defeat.

Performance slumps occur

Performance slumps occur in every recruiters' professional life, even the front runners. The key remains quick diagnosis and prompt action. We'd all like to be able to identify and solve our own problems, but sometimes that's just not possible. Recruiters don't plan slumps or ruts, thus it's often hard for them to recognize when they've fallen into one. Check your buddy — peers or your boss should be key to identifying when you're off your game. Just as occasional slumps are common to all, solutions are generally more common than not. Either you've fallen into the trap of not tending to recruiting basics or you've neglected to regularly freshen up your execution of those basics.

Critical recruiting tasks often become mundane and taken for granted, but Prospecting, the Sales Presentation, Processing, DEP/DTP Maintenance and Follow-up require constant attention and practice. Salespeople in a performance slump will most



likely find the problem in one or more of these key tasks. Luck or the market may have permitted you to be successful by skipping one of these steps, or you may have fallen into bad habits of execution, or you may just need some new ideas to freshen up your approach. Once again, check your buddy. Help is often only a desk away.

Variety is the spice of life

It has been said, variety is the spice of life. For a recruiter, variety puts the spice into selling. Recruiters need to be sensitive to the ebb and flow of their market. Operating with a daily work plan that reads pretty much the same all the time may indicate a lack of sensitivity toward the market itself. It's certainly tough to build for future success when you're doing little more than repeating yesterday. Take a hard look at your work plan. If a change is needed, look at the market and ask what tends to happen when, and be there when things happen. Simply changing a schedule may not pull a recruiter out of a slump, but it will probably help.

Fatigue may be another indicator of a slump. Everyone gets tired from time to time. That is part of being alive, being in the Army, and being a recruiter. Irregular and long hours have an occasional part to play in recruiting. Recruiters recover quickly from physical fatigue, it is emotional fatigue that usually accompanies performance slumps. When you feel barely able to get out of bed in the morning, worn out by the drive to work, or are exhausted by noon you may well be emotionally fatigued. This is a wellness danger signal as well as a probable indicator of performance problems.

Immediate change is the solution to emotional fatigue. What form that change takes depends on individual personality. A new approach to tasks at work, time off (to do something different), rediscover a hobby you haven't followed recently, attend motivating refresher training, or any number of actions which will invigorate your emotions. The key is action.

Sales professionals say

Sales training professionals say the best way to become enthusiastic is to act enthusiastic, saying to the self, "I will act enthusiastic. I will act like I

really enjoy what I'm doing. I will act like I really love the Army and recruiting." Emotions follow actions. Acting enthusiastic (ever wonder why physical exercise is most often scheduled in the morning?) charges your emotional batteries. Successful recruiters know it works. Studies by professional sales and motivational organizations have shown this technique works. The recruiter on the ground can make it work — is the only one who can. Success and sustained enthusiasm go hand in hand.

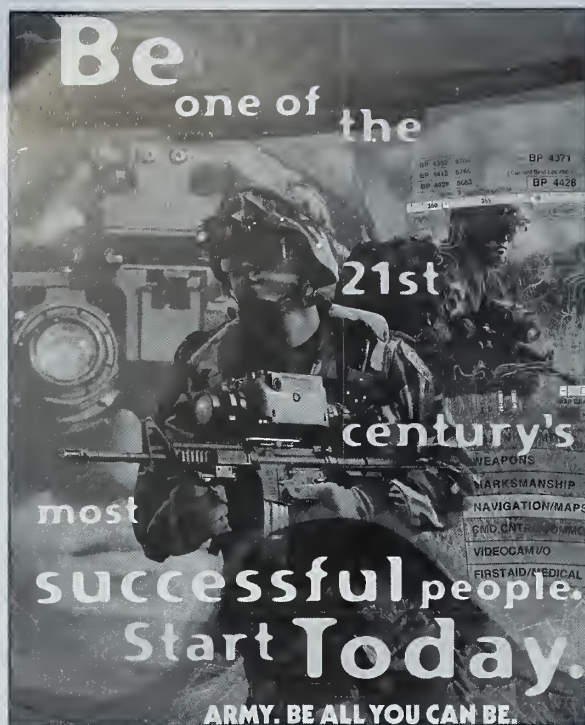
A realization that a growing number of presentations are required to produce a single enlistment is another indication that something's wrong with your performance picture. Recruiters sometimes get to the point where it seems a tape recorder could give his/her sales presentation. The telephone call and subsequent sales presentation begin to sound like carbon copies — each like the one before. The net result is a larger number of negative responses. That can be very depressing. This sense of sameness, just going through the motions, often means the recruiter is doing the job but has forgotten to focus on the prospect; to find and fulfill individual prospect needs.

Every prospect is different

"Canned" presentations can indicate the recruiter is working for the recruiter — not for the prospect. Every prospect is different. Each has different needs, goals, and desires. That means every sales presentation must be different, because what appeals to one person may not appeal to another. The recruiter must discover what is important to that particular person and discuss the particular Army features which address what that person considers important. Begin listening to prospects again.

You can't find out what's important to them unless you do. Listening is a major skill which can quickly lift you out of a slump. Someone once said, "The more you listen, the better you sound."

Everyone needs to be alert to signs of potential performance slumps. Remember to check your buddy. Identify potential problems early and act accordingly. No one can be "up" all the time, but when you're not, return to recruiting basics, freshen your approach and ACT. Performance really is a matter of awareness, action and attitude.



New news in advertising

by MAJ Mike Burbach, USAREC A&PA

Two new active Army radio spots hit the national airwaves in May. The 30-second commercials, "Patriot" and "Battle Lab," are part of the Force XXI campaign that includes our newest TV spot.

"Patriot" features a female soldier working with the Patriot missile system. "Battle Lab" keys on the high-tech nature of today's combat simulators.

Internet. Expect to see an Army recruiting message on Internet's World Wide Web by the end of June.

Still in development, our interactive home page will focus on TEAMS (training, education, adven-

ture, money for college, and service to country). The 800-number and LEADS system will be the response mechanisms. Only the active Army offer will be marketed initially. Advertising for Reserve, ROTC, and professional programs will go on line eventually.

Media. Check your station's electronic mail to find out where Army ads are running each month. Schedules of national television, radio, and magazine ads are now electronically transmitted to each station.

Recruiters can use the information as an icebreaker: "Hey, did you see our new TV spot last night?" or "So what do you watch on MTV?"

Media schedules also are published in *A&PA News Notes*, distributed monthly to each battalion A&PA shop.

Nurse. A change in mission requirements will shift nurse advertising from national nursing magazines to more specialty publications for the remainder of FY 95.

On a related note, a nurse anesthetist local ad has been added to the LAMP catalog. Also, the latest nurse newsletter was mailed to prospects in May.

Army Reserve. The new USAR ad campaign is on hold, victim of a funding shortage. Tentative plans call for a new TV commercial, radio spots, and print ads to be produced in early FY 96.

The new campaign, called "Change of Pace," will replace "Profiles," the Army Reserve look since late 1991.

New poster. By now each station should have received two copies of the "Ask About" poster, a follow-on to the "How does \$7,000 grab you?" poster distributed last year. The new poster highlights special offers for prospects enlisting in selected combat arms skills.

Direct mail. Want proof that direct mail works for you? As of 30 April, over 20,000 prospects responded to the March grad mailing (RA). And that was still early in the response cycle. Two mailings dropped in May — high school juniors (RA) and grad (USAR). A second RA grad mailing is scheduled for June.

Research. A recent study indicates that prospects, on average, do not enlist for almost 10 months after responding to Army advertising. Prospects typically spend the time career shopping. What this data tells recruiters is to be persistent. Stay in contact even after the first few rejections. It just might take 10 months to put 'em in boots.

Taking a chance

— How a battalion handles *Success 2000*

by Ted Jones, Jacksonville Bn A&PA

The Jacksonville

(Florida) Army Recruiting Battalion has enjoyed much success since the implementation of Success 2000. The numbers speak for themselves. Jacksonville has been the number one battalion in percent of successful stations seven straight months in FY 95. The battalion also had the distinction of having the first two companies to box all stations in an RSM and has had two companies boxed 100 percent for two straight months.

LTC James D. Seagrove, battalion commander, was on the Success 2000 train from the start.

"In fourth quarter FY 94, I began the first of numerous discussions with SGM Robert Fernandez, my battalion sergeant major, on how Success 2000 would play out, along with the pros and cons of it," said Seagrove. "I was concerned at the time that we were placing ourselves at risk by taking the emphasis off the battalion's box and placing it down on successful stations.

"It was very apparent that if Success 2000 was going to work, then more battalions would have to

get successful quick, because the battalions that were overproducing would soon stop. I had a lot of admiration at that time for MG [Kenneth W.] Simpson because this was a very risky chance he was taking in order to generate production, and there was going to be a big void until everyone understood what was going on."

Seagrove continued, "What got my attention, what impressed me was that MG Simpson put in writing that his measure of success would be successful stations and successful recruiters, period. I appreciate blunt, concise, clear direction, and that was about as concise as you can get!"

Initially, SGM Fernandez, who started recruiting in 1972, was doubtful. "I wasn't nearly so excited or enthusiastic about this new way of doing business as the commander was," he said.

"I had the mindset that I had heard it all before. I was motivated by the last day of the RSM. You know, going into that last Monday needing 23 contracts, flooring 35 applicants, and writing 25 contracts. What a rush! I was happy, the commander was happy, ESD was happy. Why anyone would want to change this tried-and-true system was beyond me," Fernandez explained.

But change would come, and rapidly.

"We quickly decided here in Jacksonville that we were going whole hog," Seagrove said. "We weren't going to piecemeal this thing. In summer 1994, I called in some of my senior NCOs and asked them what they would do to change the way we were doing business to generate successful stations. The operative question was: How do we empower station commanders?"

Empowering station commanders was key, according to Seagrove, because of the way he understood Army recruiting.

"Recruiting is NCO business. The core of what we do is done by noncommissioned officers. They are the ones who do it, who lead it, who manage it. Since it's NCO business, give them the authority to do it and let them do it," Seagrove emphasized.

This philosophy led to some frank discussions between Seagrove and Fernandez regarding Success 2000.

"SGM Fernandez is probably one of the smartest noncommissioned officers in USAREC when it comes to the inner workings of a station, company, or battalion," Seagrove said. "I have tremendous respect for his opinion. I never made one decision in this battalion that concerned an enlisted person that I did not have his counsel — not one time."

Seagrove described his relationship with his sergeant major as very honest. "He didn't agree with some of my ideas. He told me that. But when I drew the line in the sand, he saluted, marched off, and supported it, because he is the consummate professional."

Fernandez remarked, "I now understand LTC Seagrove's biggest challenge was getting his key NCOs, especially me, to buy into the program."

"The other big challenge, and hardest for me to swallow," the sergeant major explained, "was to stop driving successful stations for overproduction. My new marching orders were, once a station boxed, to move into stations and companies not doing well and concentrate my efforts there. I was

"LTC Seagrove's biggest challenge was getting his key NCOs, especially me, to buy into the program," said SGM Fernandez.

also to ensure that first sergeants and trainers focused on those stations."

Seagrove also enacted other changes. He voided the battalion leave policy; station commanders would decide when their recruiters took leave. He also gave the successful stations first crack at writing HMAs and GM4s.

There were other changes that took effect in Jacksonville — zero rollers, for example.

"We wasted too much time and energy on this," Seagrove said. "We [formerly] took the monkey off the station commander's back on this one and put it on the first sergeant's, company commander's or battalion commander's back, and we took responsibility for those zero rollers down at the station level. That was wrong! In reality, the responsibility for the zero roller belonged to the station commander. Sergeants major train first sergeants, first sergeants train station commanders, and station commanders train recruiters.

"I say let the station commander utilize the strengths and weaknesses of his recruiters. We got completely out of the zero roller business. I loved it. I quit worrying about 130 recruiters and now worried about 24 station commanders.

"In reality, I didn't have to worry about 24. I

had superstars out there that I didn't have to worry about at all. I could break it down and only worry about seven or eight stations, and focus all the efforts toward fixing those stations."

However, Seagrove made sure that certain standards were unchanged.

"We held hard and fast to the fact that recruiters do a daily performance review (DPR) with the station commander. Period. We held hard and fast to the weekly standard of three grad and one senior sales presentations conducted. We also held hard and fast to the standard that every recruiter will prospect four hours a day, five days a week. That's 20 hours of prospecting in an RSW. We did not come off those standards," Seagrove explained.

The movement of company leadership teams in their company areas was restricted. Company commanders were free to go where they pleased, but if a company had less than 50 percent successful stations, the company first sergeant could only go to those unsuccessful stations. If more than 50 percent were successful, the first sergeant was free to go to any station. The emphasis moved from overproducing stations to underproducing stations.

"We divorced ourselves from the mentality of having a battalion mission box," Seagrove said. "We moved toward the CG's standard of successful stations and recruiters. All we talked about were successful stations. Awards were changed to recognize successful stations and station commanders.

"Now the end of the month is very dull, and the duller it is, the better I like it. Because that means the majority of our stations are already boxed."

From the standpoint of operational efficiency, Seagrove saw a great improvement with Success 2000.

"When we first started Success 2000, we actually had some six or seven stations that were broke. They weren't getting the proper emphasis from the CLT or the BLT because they had other stations around them that could overproduce to make up for their shortfall. So they got carried for longer than they should have been carried. Now, the spotlight goes right to them (the station commanders) and they have to produce.

"Under Success 2000 we are still the top volume producer, but we are doing it with more successful recruiters. And successful recruiters are happy recruiters. Family life improves because the recruiter is pleased with himself," Seagrove concluded.

That's the bottom line, isn't it? 🍀



Who's that on the RJ cover?

by Emilie Howe, RJ Assistant Editor

From the Army mainstream to the *right* side of service — meaning recruiting duty. At first he served as a cavalry scout, next as an administrative specialist; then he finally joined the recruiting ranks. In January 1994, SGT Tracy A. Driver became an Army Reserve recruiter.

Take another look at the April cover of the *Recruiter Journal*. Featured are Driver, his wife, Deanna, and their son, Brett. In the summer of 1989, he was a retention NCO for HHQ 2d Armor Division, Fort Hood, Texas, where he and his family were selected as the Army Family of the Year for 1989.

"A message was received by the Fort Hood post command that the Army was looking for a military family. On the day my boss told me about it, I went home to change into my Class-As and picked up my wife and son for the interview and a photo shoot," said Driver, now the Army Reserve recruiter for the Tyler (Texas) Recruiting Station. One week later he received a phone call to say that he and his family had been selected as the Army Family of the Year.

In May 1990, Driver completed his four-year enlist-



SGT Tracy Driver, Army Reserve Recruiter, Dallas Battalion.

"I've been happy with recruiting, the challenge of being successful — being at the top," said Driver.

ment and went to work in the civilian world. Driver found that he missed the Army, so he joined an Army Reserve unit in May 93.

"I put in my AGR packet for recruiting duty as soon as I was accepted by my reserve unit," said Driver. He was assigned to the 755 AG Company Postal, Longview, Texas. In October 1993, Driver was notified of being accepted for Army Reserve recruiting duty.

His Army Reserve mission for the Tyler station has sent him prospecting within a 3,020-square mile recruiting zone. Driver was placed on mission in April 1994; 11 months later he had earned his gold recruiting badge. At the end of FY 94, Driver was recognized as the Dallas Battalion's Top New Reserve Recruiter of the Year. His recruiting success continues for FY 95; Driver was the 2d Quarter Top GCA recruiter of Dallas Battalion.

"I've been happy with recruiting, the challenge of being successful — being at the top. I like the awards and earning a day off," said Driver. His present goal is to win a star sapphire and ultimately the Army recruiter ring. ●

The Spirit of Nursing

*Story and photos by
Vernetta Garcia, Columbia Bn A&PA*

The evening's award banquet was filled with anticipation, delight, and a touch of glitter. The Army Nurse Corps proudly sponsored this event on April 7, which was held during the 43rd Annual National Student Nurses' Association (NSNA) Convention in Charlotte, N.C.

"I am impressed with the caliber of nursing students I have met here tonight, and I'm here to recognize one very special nursing student," said USAREC Deputy Commanding General (East), BG Robert Roper, before presenting the award. Roper continued, "He is a fine young man who has done a lot to help so many."

The 1995 Spirit of Nursing Award winner, Kirk Douglas Widner, is a nursing student from Valdosta State University in Valdosta, Ga. Roper and BG Nancy Adams, chief of the Army Nurse Corps, presented Widner with an engraved crystal plaque.

Although it was the last of 38 awards presented during the evening, the Army's Spirit of Nursing award winner received thunderous applause from over 2,000 of his peers and a lengthy standing ovation. He said it was a very proud moment in his life.

Widner's mentor, Dr. Mary Margaret Richardson, an associate professor at Valdosta State University, beamed as he received the award. The dean of the university will receive a plaque for the school.

*Award honors student
who exemplifies
academic excellence,
community service, and
professional achievement*

"He participates consistently in NSNA activities on the local, state, and national level," said Richardson. "His dedication and positive attitude have contributed to his many successful accomplishments."

Since 1991, the Spirit of Nursing award has been presented annually to one nursing student who has displayed exemplary academic, community, and professional achievements. Widner is the first winner to become a member of the Army Nurse Corps. He receives his commission in July and is off to the Officer Basic Course in August.

He was selected because of his strong academic standing (3.5 grade point average), his community and professional involvement, and his numerous leadership experiences.

Widner strongly exemplifies the spirit of nursing. Just a few of his many community projects and volunteer work are the Big Brother/Big Sister program,



Kirk D. Widner

visits to nursing homes, and serving as a volunteer for health fairs, voter registration, and recycling projects. In 1992 he was president of the Valdosta State University Sigma Alpha Chi Honor Society. In 1993 Widner was president of Georgia Association of Nursing Students and has served on numerous committees.

In 1993 he received the Helene Fuld fellowship to the International Council of Nurses Congress in



Widner was pleased his mentor, Dr. Richardson, was in attendance at his award presentation.

Madrid, Spain. While at the NSNA convention, Widner spoke with fellow nursing students on the "passport to nursing." His presentation highlighted the benefits of the Helene Fuld fellowship, the opportunities of the conference, and the enrichment of dealing with the different students and nurses internationally.

Widner also provided an essay to the award selection committee. This essay provided powerful insight into his character and personality. He feels very strongly about the nursing profession and what it means.

"I pride myself in approaching everyone with the same respect," said Widner. "As a scholar and a citizen I always give 100 percent by putting my whole heart into the situation."

"I remind myself that the patient could be a relative or a good friend, and treat them as I would like to be treated in that particular situation."

He is looking forward to putting his all into the Army. "My main goal in the Army is to work in the Army Nurse Corps to acquire experience in holistic nursing to make me a more effective leader."

He also said he looks forward to obtaining his masters degree, maybe in the administration field.

Widner carefully weighed all options before selecting the Army. He says he had a great recruiter who convinced him that the Army was for him.

"He provided up-front information and he was very knowledgeable," said Widner. "I compared civilian nursing to Army nursing and weighed the advantages against the disadvantages. I felt the Army would be a very challenging experience that I could really benefit from."

Although nursing is now his life, Widner didn't always want to be a nurse.

"I was pre-med first; I decided to change because I wanted to deal with people on a one-to-one basis and care for them on an individual basis," said Widner. "I have such great care for people, and I felt I could contribute to society through nursing and providing care to patients and their families."

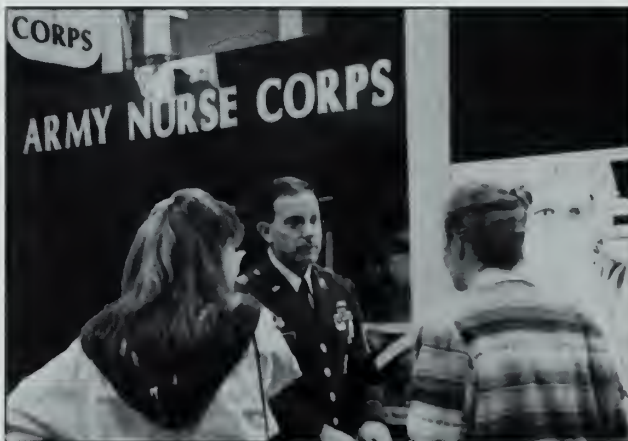
Widner is what the Spirit of Nursing Award is all about. This award promotes excellence by honoring those exceptional nursing students.

"The Spirit of Nursing is well accepted across the nursing community as a prestigious award," said Roper. "It gives us an avenue to go into a larger variety of schools and recognize outstanding people all across the country."

Adams mentioned that this award promotes quality. "It's a positive selling point and it attracts quality individuals to the Army Nurse Corps," said Adams. "If a student has a good experience based on the award, then we're able to start a dialogue."

Adams was also spotlighted during the evening. She received a plaque from the NSNA for her outstanding contributions and dedication to the organization.

The ANC encourages all nursing programs in the United States to participate in the award, either at the local or national level. By spotlighting the ANC, this award shows schools that the Army cares about excellence in nursing.



At the new ANC exhibit, SFC Leslie C. Sharver, Columbia Bn nurse recruiter, talks with conventioners.

A visit from the top

by Keith E. Gottschalk, Cleveland Bn A&PA

Army Chief of Staff

GEN Gordon R. Sullivan reiterated his commitment to supporting field recruiters during a three-hour visit of the Cleveland (Ohio) Military Entrance Processing Station and its recruiters and staff last April 17. During an interview at the MEPS, GEN Sullivan reflected on the changes he's seen in the Army since he enlisted in 1959.

"Doctrine has changed since the Berlin Wall came down, and Information Age technology is all new," said GEN Sullivan. "It will enable us to become more capable with fewer people; we'll be more lethal in the battle tasks that we perform; it will enable us to be more flexible and versatile; and, in the use of the Guard and Reserve, we'll be more capable of support here in the United States to serve our country."

GEN Sullivan stressed that while doctrine and technology may change the face of how the Army operates (Force XXI), the basic principles and tenets of why we have an Army will not change.

"We still need to have Recruiting Command give us high quality young Americans. That won't change and we must be careful that it doesn't," he said. "That's one of the reasons I came here today; to recognize the NCOs for their accomplishments, and because I think it's critical that we keep the men and women of quality that we have today."

"I don't think the basic tasks of the recruiter will change," he said. "We'll be able to do things more quickly and enable recruiters to have more tools at their fingertips such as the recruiter's briefcase, [Recruiting 2000 and the Joint Recruiting Information Support System], but the basic tasks remain — to recruit high quality young men and women into the Army."

The CSA realizes that the challenges of meeting those goals are greater now. "It's a very difficult

challenge for you to bring those people in. There are a lot of different opportunities out there for these young men and women."

GEN Sullivan presented his CSA awards for recruiting excellence to SFC William Johnson and SSG Bobby Brown of Canton Company, SFC Robert Reiter and SSG Elizabeth Cimaglio of Akron Company, SSG Larry Hoskins of Boardman Company, and SFC William Mack and SGT Bruce Johnson of Cleveland Company. He also presented writing pens to Cynthia Johnson of Canton Company, Lynne Cade and Clarissia Telepak for their volunteer support to families and incentive to make Cleveland Army Family Team Building the best it can be.



The CSA at the Army Liaison Office in Cleveland
(photo by Keith Gottschalk)

Reflecting on his own career, GEN Sullivan said his biggest challenges have been in adjusting to many different duty assignments in his 36 years of service.


"I've been able to keep up the pace — from my service in Korea, two tours in Vietnam, Europe (several times) beginning in 1965 — each time faced with a different challenge," he explained. "The young

people (swearing in) here today will live that also."

A group of young men and women enlisting in the armed services were the lucky and surprised recipients of a special swearing-in ceremony by the Chief of Staff, who spoke to the new service-members on the importance of their decision and their commitment to their country before administering the oath of induction.

Before he left the recruiters, the CSA summed up his views on the importance of their work. "I know there are people down in Fort Jackson that say that victory begins here.

"It actually begins on the streets of Ohio. . . . It begins out at the high schools and the malls of America. The young people are harder to attract — you know it because you live it everyday. I want you to know that I appreciate very much what you do for your country and the United States Army." ❁



USAREC
LIAISON TEAM
RCRC-PPS-RL

“We handle it”

by Kathleen Welker, RJ editor

There is a small cell of soldiers dedicated to helping you recruit. When you need documentation from a prior service soldier, who do you call? When an applicant tells you he's got a copy of his DD 214, but the reason for discharge has been blackened out, where should you turn? The answer is the ARPERCEN Liaison Team.

The Army Reserve Personnel Center (ARPERCEN), located in St. Louis, is home for the liaison team, as well as for the National Archives and Records Administration (NARA). Military service records are held here for any individual who was ever in the service, any branch, any time, as long as that individual has been discharged. This is important for recruiters as they search for documentation of an applicant's past service.

SFC Dayton J. Thornton is the NCOIC. He and four other NCOs spend their days searching through the National Archives and ARPERCEN files for servicemembers' records. SSG Miledy

ARPERCEN Liaison Team helps with the paperwork

Payano, SGT Jeffrey S. Hager, and SGT Jeffrey A. Woodson are personnel records NCOs (75D). To keep USAREC's interests in the forefront, Thornton and SFC Robert E. Harris are both 00E.

The USAREC liaison team at ARPERCEN has a threefold mission: to provide the documentation needed for enlistment, to support the nurse mission's need for verification of prior service, and to issue alpha control numbers for IRR to TPU transfers. This is a lot of paperwork. Most prior service applicants need a verified copy of their discharge paperwork, the DD Form 214, or sometimes a correction to that form, which is the DD Form 215.

“Any action that USAREC needs from ARPERCEN, we handle it,” Thornton said.

For example, every nurse packet that is forwarded must be checked through all services' records for prior service. If an applicant has prior

“What the recruiter should not do is send an applicant to us in person. . . . NARA doesn’t do same-day turnarounds.”

service, the exact amount of time and quality of service must be verified. This kind of record-keeping can affect pay records and time in service computations, as well as eligibility.

Thornton explained that the state Veteran’s Affairs office where the veteran resides keeps copies of the 214 form when a soldier leaves the service, and an applicant could pick up a copy there faster than he could get if from the ARPERCEN liaison team. But, as mentioned earlier, that copy would have the reason for discharge blackened out, which makes it invalid for enlistment in either the Active or Reserve Component of the Army. (In this case, a call to the recruiting battalion operations for verification through DMDC will allow the enlistment of the soldier.)

Additionally, any corrections that a veteran might claim would have to be verified. If that claim is substantiated in the veteran’s records, then a DD Form 215 correction is issued.

Processing the USAREC Form 142 also means verifying statements of service and waivers. Thornton said each brigade sends approximately 15 requests for information per day.

That means searching for and through 75 records, verifying the data, making copies, and forwarding the documentation back to the battalion. Additionally, the liaison team processes requests for alpha control numbers for IRR to TPU transfers at a rate of 80 per day (although only half that number actually receive a control number).

Why is all this important to recruiters?

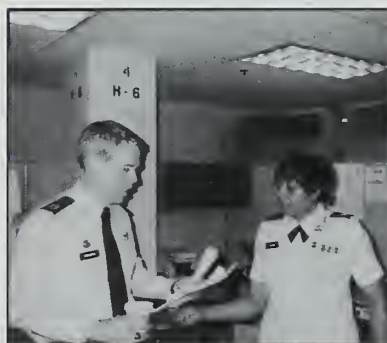
Thornton explained that the Privacy Act makes official verification of records by the recruiting team at ARPERCEN and NARA a requirement. The most important thing for a recruiter to remember when requesting documentation is to use the chain of command. Thornton said that recruiters who attempt to “jump” the chain are not doing their applicants any favors.

“What the recruiter should not do is send an applicant to us in person. We had one recruiter who drove his applicant 300 miles to see us in person. I had to tell him it doesn’t work that way. NARA doesn’t do same-day turnarounds. We don’t control the records; they do. We have to work with their system. Everybody has to work with regulations; we have to adhere to Army, USAREC, and the Center’s policies,” Thornton explained.

The liaison team also performs other services, such as researching adverse actions. Personnel actions cannot be processed while an adverse action is still pending, but sometimes those actions get bogged down in the system. Thornton mentioned a recent circumstance in which the liaison team was asked for help.

“This sergeant couldn’t get any progress on his action because he had a debt of one cent. One cent! There’s almost no way to pay off a one cent debt. Anyway, we called Fort Ben [Harrison] finance and got them to forgive the debt, and then the sergeant was happy, Fort Ben was happy, and we were happy to help.”

Thornton summarized the ARPERCEN Liaison Team’s mission: “We’re here for the recruiters, and we do our best for them”

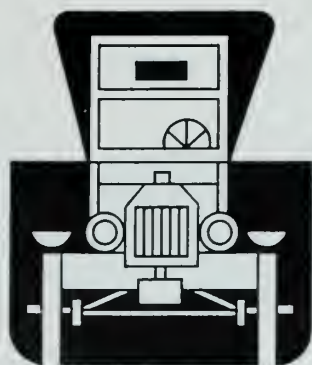


SFC Thornton gives SSG Payano an assignment. (Photo by MSG Nobel Tackett)

Total Recruiting Quality implies change in the way we manage recruiters. A key ingredient of the Quality movement is a clear vision of the future. USAREC's vision is to lead an empowered recruiting force into the 21st Century. As part of this commitment to change, USAREC implemented Success 2000, which in effect, changed the way we do business by changing the way we measure success. Emphasis is now placed more on positive leadership, rather than individual accomplishment.

For Success 2000 to work — change has to occur. Because, what got us here today won't get us there tomorrow. In order to make widespread change, such as what we are trying to do, we must change the organizational culture as well. The old paradigm of "a private could do this job" is no longer true. In reality a paradigm shift has occurred, "anyone can be a successful recruiter as long as they possess the necessary skills and have a positive environment to work in." Beating up recruiters for not making mission will not and does not work in the long run. Recruiters will either get used to the abuse and become complacent; or they will try to avoid it and go to all lengths to get out of the negative environment. In either case, the recruiter will not be a productive asset. A positive working environment encourages recruiters to work at their potential, and will increase the likeliness of mission accomplishment.

The most compelling reason that a change in our culture needs to take place is due to the change in recruiter demographics. Recruiters today are younger than in the past. What motivated



Moving on



by MSG Bruce Barnes, HQ
Training & Plans

recruiters in the past doesn't motivate the new breed of recruiter. This does not imply that today's recruiter is better, it only means they are different. Leaders need to take these factors into account when they lead, train, and motivate their assigned recruiters.

Leaders may ask the question, "How can I make a difference?" In order to change, organizations must go through the following steps:

- Understand the need for change: Dr. Edward Demming (founder of Total Quality Management), says, "94 percent of all problems are management's fault, and that only 6 percent of the problems can be solved by the worker." Change starts with you, not the person who works for you!
- Empower recruiters: Treat recruiters as individuals. By increasing a recruiter's self worth and motivation, their performance will improve.

- Build trust: Give recruiters the benefit of the doubt. By placing faith and trust in recruiters, they will strive to live up to the expectations.
- Courage: Not all recruiters will immediately improve their performance. Courage is required to ride out any low periods in performance; however, in the long term everyone's performance will improve.
- Train soldiers: Station commanders and recruiters need training to maintain proficiency. By putting off training today, we are sacrificing our future success. Remember, training is an investment, not an expense.

Under Success 2000, USAREC has changed the way we do business. But many leaders are still hesitant in accepting the new culture. In order for change to occur we must look inward and ask the question of what we really want. Remember, recruiters want empowerment and quality of life, leaders want improved performance and increased production, and everyone wants success! 🎯

Glossary of Terms

Empowerment: Allowing subordinates to make decisions within their own area of responsibility, by placing decision making power where the experience and expertise is located.

Paradigm: A set of rules or norms that do two things: establish boundaries, and tell us how to be successful by solving problems within these boundaries. Easily identified by the statement "this is how we have always done it in the past."

Paradigm Shift: A revolutionary or dramatic change in the way we view problems. A paradigm shift usually occurs when the old way of doing business fails to work as it did in the past. For example: "the earth is flat" to "the earth is round."

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

The right to vote is every U.S. citizen's right. I find it hard to believe that it's more cost effective to have the armed forces' recruiters involved in voter registration. Yes, we do talk to a large market that is now eligible to vote, but when an individual turns 18, he also has to sign up for Selective Service. Wouldn't it be more cost effective to have Selective Service be responsible for voter registration?

Registering to vote starts at the local level, a good example would be to stop in at the county clerk's office for voter registration. If getting the message out about registering to vote is a problem, then why not beef up advertising or allocate funds down to the state level for this purpose?

I agree that we need as many people as possible to vote, but I think that Uncle Sam would rather stick with the slogan, "I want you for the U.S. Army," instead of "Uncle Sam wants to know if you registered to vote, and he wants you for the U.S. Army too!"

Please look at this program, we're recruiters and we just want to put people in the Army. We have appointed officials at the local levels who register people to vote, and I don't really approve of paying two people to do the same job.

This is the way I see it as a citizen of the United States and a taxpayer. As an NCO in USAREC, I see it the way my superiors direct me to and will continue to do so. I hope this will cause someone to look at this program a little closer and let the right people do their job, so I can put people in the Army.

Chief of Staff responds:

I appreciate your comments through the *Recruiter Journal* regarding the National Voter Registration Act.

The National Voter Registration Act of 1993, Public Law 103-31, May 20, 1993 designated all Armed Forces Recruitment Offices as voter registration agencies. The Department of Defense complied with the law by directing the implementation on January 1, 1995.

In your recruiting station, you should have a copy of the "Registration Application Instructional Guide." You will find a copy of the law on pages 209 through 221 as well as the Department of Defense Directive 1000.4 on pages 222 through 227.

As you can see the Army is required by law to provide voter registration assistance and this program is not an internal initiative.

A recruiter writes:

Wake up, all officers and senior NCOs!

Why is it that the Recruiting Command is going in the wrong direction when trying to attract young men and women to join the Army? Spending millions on computers and commercials? I am a SSG with 10 years of military service and now serve as a detail recruiter with 28 months of experience.

I talk to people every day about joining the Army. Guess what? Computers and commercials are not going to do it. The best method of advertisement is word of mouth.

What I'm trying to say is that the Recruiting Command needs to seriously look at the pay scale for the E-1. Surprise! When applicants look at the pay scale they would rather go to college first and then join the Army because the officer pay scale looks 10 times as great. Give them an incentive to go enlisted first.

Chief of Staff responds:

Thank you for using "The Way I See It" to express your frustrations on the current pay scale for new soldiers.

As you probably already know, military pay and entitlements are established by Congress. The Recruiting Command does not have the authority to change these entitlements. Funds are obligated for such things as advertising and computers to aid recruiters in generating interest and telling the Army story.

Numerous recruiters overcome objections on pay by doing comparisons with other employers in their local area. These comparisons show individuals that Army pay and entitlements will give them more disposable income. Get with other recruiters in your battalion and see what works for them. The command will provide some examples of pay comparisons in future editions of the *Recruiter Journal*.

Your clear thinking and initiative should serve you well in recruiting. Good luck and thanks again.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Never Okay

by Dwayne Ferguson, HQ USAREC, Family Advocacy Program Manager

Neglect is a form of child abuse, which may include: physical, educational or medical, nonsupervision and abandonment.

The Army National Registry statistics indicate that the largest numbers of substantiated reports of child abuse involve child neglect. There were 1,477 cases of child neglect in FY 94. There were 538 for ages 0-2, 424 cases for ages 3-5, 419 cases for ages 6-11, and 96 cases for ages 12-17.

Army Regulation 608-18, The Army Family Advocacy Program, states: "Neglect tends to be chronic in nature and involves inattention to the child's minimal needs for nurturance, food, clothing, shelter, medical care, safety, or education." The possibility of neglect should be considered in cases where there has been an unexplained failure to thrive or symptoms of an untreated disease.

Except as otherwise defined by applicable law, a finding of neglect is usually appropriate in any situation where a child under the age of 9 is left unattended (or left attended by a child under the age of 12) for an inappropriate period of time. A finding of neglect is also appropriate when a child, regardless of age, is left unattended under circumstances involving potential or actual risk to the child's health or safety.

Dental neglect is defined as the "failure by a parent to seek treatment for visually untreated dental caries, oral infection or pain, or failure by the parent to follow through with treatment once informed that any of the above conditions exist."

Some signs of possible child neglect include:

- Child appears poorly nourished or inadequately clothed.
 - Child appears consistently tired or listless and always seems as though no one cares.
- Attendance at school may inconsistent.

- Child evidences a consistent lack of good hygiene or an obsession with cleanliness.
- Child is left alone regularly over long periods of time or in dangerous situations.
- Child shows evidence that medical needs are not being met.
- Child may display an inability to relate well to adults and may have trouble forming close friendships.

Why are children neglected? Many, but not all, neglectful parents were neglected as children and lacked successful role models of parenting and family life. Immaturity and the absence of parenting preparation and skills, coupled with lack of understanding relative to child development, often results in the creation of unrealistic expectations for a child's behavior. When the child fails to meet the expectations, frustrations on the part of the parent may result in neglect.

Parents often feel isolated or keep themselves from others. They may expect the child to satisfy their unmet emotional needs. When this does not happen, the child may be abandoned.

Financial pressure, poor housing conditions, long hours on the job, and the inability to provide for the needs of the family can cause parents to feel overwhelmed and unable to cope.

Substance abuse is frequently related to child abuse and neglect. It compounds the chances for loss of control and the eruption of family violence and allows no remaining quality time with the children.

We must set a priority on helping our children to build their self-esteem. A child's self-esteem can be damaged, perhaps forever, as a result of continued child neglect. We must remember that, as parents, we serve as our children's role models and most important teacher. Parents need to honestly evaluate their parenting skills. Homes should be the safe learning environment where our children receive the assurance of love, care acceptance, and attention. Children need the constant access to caring and trustworthy adults.

Parents may need to learn the skills that will strengthen and enrich family emotional needs bonds in order to give them the ability to express love and affection to their children. Their expression of warmth and affection is critical for their children's emotional maturity.

Child neglect is never okay. The opportunities to help prevent it are numerous, and the needs are great. The more we know about the problem of child neglect, the more we can do to assist in preventing it. We must all be participators in helping prevent child neglect. An English proverb says, "Children are a poor man's riches."

If assistance is needed in Family Advocacy, contact the battalion Family Support Coordinator or the USAREC Family Advocacy Program, Dwayne Ferguson at 1-800-223-3735, ext. 4-0867. ☎

High rolling in recruiting

Story and photo by Jeanne Fitzgerald, Houston Battalion A&PA

■ For SFC Van Maryland, the best part of being a high roller is the great feeling of pride and joy he experiences as he rolls his 16-pound reactive-resin ball in quest of a championship.

Maryland, 36, Katy (Texas) station commander, definitely knows the ins and outs of high rolling. Recently, he accomplished a feat that had eluded him for 23 years of his life. Amid cheering and hoopla from family and friends, Maryland bowled a perfect 300 score.

"My very first time on the lane, I threw a gutter ball," he said. "After that I picked up a spare and then threw some strikes."

As a student, he was selected for the school bowling team. "I participated in a number of tournaments and although I didn't do very well, the experience was great," he said.

After high school, Maryland attended Prairie View A & M University. "I knew in my heart that bowling was in my blood, so I tried to find a bowling alley in the area which could support my financial situation. Since I normally bowl about 15 games a day for practice, at \$2 a game, it would definitely cost a small fortune to keep me on the lanes."

Realizing his family had to come first, he pounded the Houston pavements in search of a well-paying job. While still pounding the pavements, a friend suggested joining the



SFC Van Maryland, Katy (Texas) station commander, displays his ABC championship ring and the 16-pound reactive-resin bowling ball which helped him score his first career 300-point game.

Army.

After talking to an Army recruiter at the downtown San Jacinto Station, Maryland realized he would have a steady income, educational benefits for college, a 30-day paid vacation every year, plus free medical and dental care for himself and his family.

On the other hand, Army life was very rigorous, time consuming and without a doubt a 24-hour-a-day job. He knew there would never be any time for recreational activities, so his dream of becoming a bowling champion would die a slow death.

But the San Jacinto recruiter said this assumption was absolutely untrue, as the Army prides itself on allowing soldiers to pursue many athletic activities. The All-Army Team engages in diverse sports and to Maryland's great surprise, bowling — at only fifty cents per

game on Army installations.

"Wow," said Maryland, "what a fantastic deal! I can have my cake and eat it too."

He completed basic training and began advanced individual training as a correctional specialist. He later completed an associates degree and then joined the Dallas Recruiting Battalion. Three years later he moved to Houston.

"It's really amazing how many applicants have no idea about the Army's great love of sports," Maryland commented. "When I bowl in league or tournament, I wear the Army green polo-shirt bearing the slogan Be All You Can Be. Many times potential applicants will see that slogan and ask about Army life and what it has to offer. After I tell them about the benefits, including participation in various sports, their negative perceptions are gone," Maryland continued.

"I also share my sales book with them, which shows that Ray Mercer won a gold medal in Army boxing. Also, that Ron Anderson of the Philadelphia 76'ers played All-Army basketball, left the Army, went to college and then on to the pros."

He added, "Because of bowling, I've recruited six individuals into the Army, based mainly on their desire to play a sport while serving a tour of duty in the military."

Maryland's basic philosophy of life is that "a person without a dream, is an individual without a future. If you can visualize your goals, practice discipline and patience, have a good attitude and work ethic, you will realize your dream and have a bright, successful, and happy life."



SFC James A. Moore, winner of the regional Tough Man Contest. (Photo by Tamara Moore)

Street fighter with dreams

by Jean Hilderbrand, Nashville
Battalion A&PA

■ Recruiter SFC James A. Moore, from the Madisonville (Ky.) recruiting station, won the Tough Man Contest held on March 17 and 18 at Hopkinsville, Ky. With the \$1,000 prize in hand, he's eagerly looking forward to fighting for the national Tough Man title in Detroit in June.

The 34-year-old Moore claims he was a tough kid too, a street fighter with dreams of becoming a professional boxer. He had 43 fights in high school competition in his hometown of Petersburg, Va. He says he

joined the Army in 1982 to learn to box. Learn he did, taking his earliest lessons from an Army corporal who was also the Italian heavyweight boxing champion.

By the end of 1982, Moore was the Giessen (Army) Community Champion. In 1988, he won the Army V Corps welterweight championship. His last bout was at Fort Campbell, Ky., in August 1991, but he never gave up on keeping fit.

When his friend, SSG Randy Trogden, heard about the Tough Man contest, he called Moore. The Tough Man Contest is an elimination contest with three weight classifications. His class (160 pounds and under) started with 24 fighters. Moore fought in four bouts over two days; winning the first with a second round knockout, the

second with a knockout in 40 seconds of the first round, the third by unanimous decision after two knockdowns, and the fourth by a knockout 30 seconds into the first round.

The National Tough Man Contest has a \$50,000 winner-take-all prize. With that in mind, Moore says, "I'm getting serious about training." The proof: two-a-day workouts, training with the Hopkinsville Community boxing team and working out at the YMCA. He also trains at home with a heavy bag hanging from a tree in the yard. His trainer, Tamara Moore (no relation), supervises his schedule and his diet.

Moore says, "The Army's been very good to me, but the little voice inside still dreams of turning pro."

Indiana Pacer honored by presentation

by Mary Auer, Indianapolis Battalion A&PA

■ The Army took its "Stay in School" message to the basketball court recently as Indiana Pacers player Sam Mitchell was honored by BG "Rip" Roper, USAREC Deputy Commanding General (East), for his contribution to Indianapolis Battalion's dropout prevention efforts.

Mitchell was publicly recognized and presented a gold badge paperweight by Roper, Indianapolis Battalion commander LTC Earnest C. Smith Jr., and Indy's SGM Dianne Fortier during halftime activities at the Pacers-Denver Nuggets game in the Hoosier capital's Market Square Arena.

At the battalion's request, the Pacers forward recorded a 30-second "Stay in School" radio public service announcement, which was delivered to commercial and high school broadcasters around the state.

January 1995 was proclaimed "Stay in School and Stay Off Drugs" Month in Indiana by Governor Evan Bayh.

Mitchell is a former Army ROTC student of 2d Brigade deputy commander COL James Farmer. During a visit to Indianapolis by Farmer in summer 1994, Mitchell met with his former professor and Smith at Market Square Arena and offered his assistance to the local recruiting battalion.



Indiana Pacers forward Sam Mitchell (center, left) is publicly honored by the Indianapolis Battalion Commander, LTC Earnest Smith (center, right) and BG "Rip" Roper (left) while SGM Dianne Fortier (right) looks on.

Above and beyond the call

by Ray Graham, Honolulu Company

■ It is noteworthy when one person in a family is a successful member of the United States military. When two family members are in the service it is commendable, but when three people in the same family are defending our country, it is above and beyond the call of duty. That is the case with the Strickler family.

Kenneth R. Strickler is a master sergeant serving as Senior Army Recruiter Training NCO at the Honolulu Company. He's been wearing the green uniform for 19 and a half years.

His wife is a Petty Officer First Class in the Navy. She has served for 14 years. Son, Jason,

is a private first class assigned to the 3d Ranger Battalion at Fort Benning, Ga. He's been in a year and a half.

"We're each dedicated to our own branch of service," says Strickler, but, he explains with a chuckle, "there is no inter-service rivalry in the family except during the Army-Navy football game."

The younger Strickler, who is in his second year of a four-year tour with the Army Rangers, has already made more than 25 jumps. He says he joined the Army Rangers to follow in his dad's footsteps, "to eat snakes and jump out of airplanes," and to collect the \$30,000 he qualifies for under the terms of the GI Bill plus the Army College Fund.

Petty Officer Strickler is assigned to the U.S. Willamette, a fleet oiler (refuels other ships at sea) that is the largest ship based at Pearl Harbor — over 1,000 feet long.

Army Band offers high school clarinet player musical skill training and Army College Fund

Story and photo by Jeanne M. Fitzgerald, Houston Battalion A&PA

■ Clutching her clarinet tightly in her hands, Amanda Walden, 18, a senior at Centerville High School (Texas), nervously paced back and forth in the rehearsal hall as she waited her turn to audition. This was one of the most important days of her life and failure was simply out of the question.

When her turn came, she strode confidently to center stage, raised the clarinet to her lips, closed her eyes and listened intently as sweet and gentle melodic sounds emanated from the beautiful woodwind instrument her fingers were now dancing over.

With styled precision showing years of practice, Walden performed numerous selections ranging from contemporary music to military marches. Halfway through her performance, Chief Warrant Officer 2 Ron Germann, commander, 2d Armored Division Army Band, Fort

Hood, Texas, abruptly signaled an end to the audition.

Turning to Walden, he said, "Young lady, I can see I'm wasting your valuable time. You're obviously very talented and technically proficient, and I'm happy to tell you that you have passed the audition. Welcome, Amanda Walden, to the United States Army Band."

Dreams do come true and Walden is a shining example of what a disciplined, dedicated, and goal-oriented individual can accomplish.

"The clarinet is one of the most difficult instruments to learn," Walden said, "because there are so many alternate notes one can play. It takes many years and hours of practice to bring forth its beautiful sound."

Walden began playing the clarinet while a student at Centerville Elementary School and continued after she entered Centerville High School where she played in the school band. She has won awards for her musical talent from the state of Texas and in her spare time likes to relax from the pressure of competition by playing the saxophone in the high school jazz band.

At the beginning of her senior year, Walden decided to weigh all of her career options so that when she graduated in June her future would be secured. "Having come from a military family," Walden commented, "service to one's country was certainly a viable option, but I also wanted to attend college so I could pursue a teaching degree in music."

Realizing that money for college was a major concern for her mother, Diane, and father, Silas, Walden decided to talk to SSG Dennis Havens, Huntsville Recruiting Station, about enlisting in the Army. What he told her about the Army College Fund and Army Band skill training opportunities had a profound affect on her decision to enlist.



Amanda Walden, a student at Centerville (Texas) High School demonstrates her professional expertise for playing the clarinet by joining members of the 2d Armored Division Army Band for a musical selection during Military Appreciation Day at Stephen F. Austin University in Nacogdoches, Texas.

One in three

by Aby Joaquin F. Oronoz, Army News Service

Depression is the most common psychiatric disorder and the most important serious mood disorder seen in general medical practice. The prevalence of depression in the general population is about 5 percent. However, up to 30 percent of people may develop depression at some point during their lifetimes.

Independent of cultural background, the risk of moderate-to-severe depression is about twice as high in women as in men. The incidence of depression is greater among persons who are young, single, divorced, separated or seriously ill or have a family history of depression. It is also more common among those suffering the recent deaths of loved ones.

Major depression can result in serious complications. About half of those who suffer from major depression will develop recurrent episodes, and about 15 percent of those with recurrent depression commit suicide.

People with mood disorders also have a higher mortality rate than the general population (1 1/2 times as many deaths as would otherwise be expected) because of a higher incidence of accidents and illnesses.

Not all depressed patients are suicidal, but all should be evaluated for their potential to commit suicide. Suicide ranks ninth among all causes of death in the United States occurring at a yearly rate of 10-12 suicides per 100,000 people.

Among the general population, one in 10 persons has thoughts of suicide that could be labeled as serious. For every completed suicide, there are 10 to 40 attempts.

Several studies indicate that many persons who attempt suicide are under the care of a physician. Approximately half of those who commit suicide have seen a primary-care physician not long before the suicide, while something less than one third

have consulted a psychiatrist.

At least two-thirds of persons who commit suicide have communicated their suicidal intentions directly or indirectly to a physician, friend, or family member.

Major depression is distinguished from normal sadness and grief by the severity, pervasiveness, and duration of the mood disturbance and by the presence of certain abnormalities and symptoms, such as

- ☐ sleep disturbance (most often insomnia with early-morning awakening);
- ☐ change in appetite (usually anorexia);
- ☐ fatigue or decreased energy;
- ☐ psychomotor agitation or retardation (observable by others, not merely subjective feelings of restlessness or slowing down);
- ☐ diurnal variation in mood (typically worst in morning);
- ☐ markedly diminished interest or pleasure in all or almost all activities most of the day (almost invariably includes loss of enjoyment for usual activities, such as eating, work, sex, hobbies, or time with family and friends);
- ☐ diminished ability to think, difficulty concentrating, and poor memory;
- ☐ feelings of worthlessness or excessive and inappropriate guilt (not merely self-reproach or guilt about being sick all the time); and
- ☐ recurrent thoughts of death (not just fear of dying) or suicidal thoughts.

Occasional mood disorders are common, but people who demonstrate the symptoms above in a persistent or recurrent way should be encouraged to seek professional help.

(LTC Oronoz is chief, Occupational and Environmental Medicine Division, U.S. Army Center for Health Promotion and Preventive Medicine, Aberdeen Proving Ground, Md.)

1. A birth certificate translated into English by a bilingual soldier may be used for enlistment purposes. (The bilingual soldier does possess the language skill identifier.)

- a. true
- b. false

2. DD Forms 369 are valid for _____ days when being used for waiver processing, unless new arrest or convictions are alleged or suspected.

- a. 30 days
- b. 45 days
- c. 90 days
- d. 180 days

3. A PS applicant, E-4 with 3 years of previous military service, who has a civilian spouse and four dependents, is _____ for enlistment.

- a. qualified
- b. disqualified, waiver considered
- c. disqualified
- d. no waiver considered

4. COI/VIP cards (USAREC Form 988) will be filed in alphabetical order in _____ of the PDR filing system.

- a. Division II
- b. Division III
- c. Division IV
- d. Division V

5. An automated ENTNAC will not be processed on an applicant who has immediate family members in the countries of _____.

- a. Japan and Belgium
- b. Italy and Germany
- c. Hungary and Poland
- d. Mexico and Canada

6. An applicant who _____ is not qualified for an ROTC referral.

- a. expresses a positive interest to enroll in Army ROTC
- b. is a TSC I to IIIA
- c. requests DEP separation based on an acceptance letter to a major university
- d. is a Canadian citizen with a valid INS I-551 card

7. Role playing may be used in conjunction with the ITP (Individual Training Plan).

- a. true
- b. false

8. Walk-in/call-in traffic will not be used when figuring conversion data to determine total conduct requirements on USAREC Forms 635 and 635-B.

- a. true
- b. false

9. Army nurse recruiters will provide the station commander or battalion operations the USAREC Form 658-A

not later than _____ working days after the applicant takes the physical examination.

- a. 5
- b. 10
- c. 20
- d. 30

10. As a minimum, the station commander's LEADS suspense file will contain _____ monthly suspense files and will be maintained in a desktop card file box.

- a. two 30-day
- b. two 31-day
- c. three 31-day
- d. no requirement

11. An applicant will be counted _____ time(s) for "floor" on the USAREC Form 533 or 533-B, regardless of the number of times the applicant goes to MEPS for contract.

- a. 1
- b. 2
- c. 3
- d. actual number of times applicant goes to MEPS

12. A lead source analysis for the RS will be accomplished at the end of each _____ using USAREC Form 762.

- a. week
- b. month
- c. quarter
- d. year

13. When reporting enemy information, use the key word _____ to give a complete and accurate oral or written report.

- a. STOP
- b. SECURITY
- c. SALUTE
- d. SPORT

14. When using the "flash to bang" method for estimating range, observe the flash of the target or weapon firing, count the number of seconds until you hear the weapon firing, and then multiply the number of seconds by _____ to get your approximate range from the target to your position.

- a. 180 meters
- b. 220 meters
- c. 330 meters
- d. 500 meters

15. When setting up the M18A1 claymore mine, select an aiming point at ground level about _____ distance.

- a. 5 meters
- b. 10 meters
- c. 25 meters
- d. 50 meters

(The answers to this month's Test can be found on the inside back cover.)

Teenage Research Unlimited marketing and lifestyle survey

by *Teresa Monroe, PAE, Research Branch*

The findings from the survey presented here offer a quick view and understanding of some of the outside influences on teen lives. The media cues section of the questionnaire looks at the teens' favorite magazines, television shows, and cable network. TRU also tracks leisure-time activities of teenagers. The survey results demonstrate how the teen market and teen lifestyles can be heavily fragmented by gender, age and race/ethnicity. Continued analysis of each wave shows just how quickly what is "in" and what is "out" can change with teens, and how important it is for advertisers to stay attuned to teen trends.

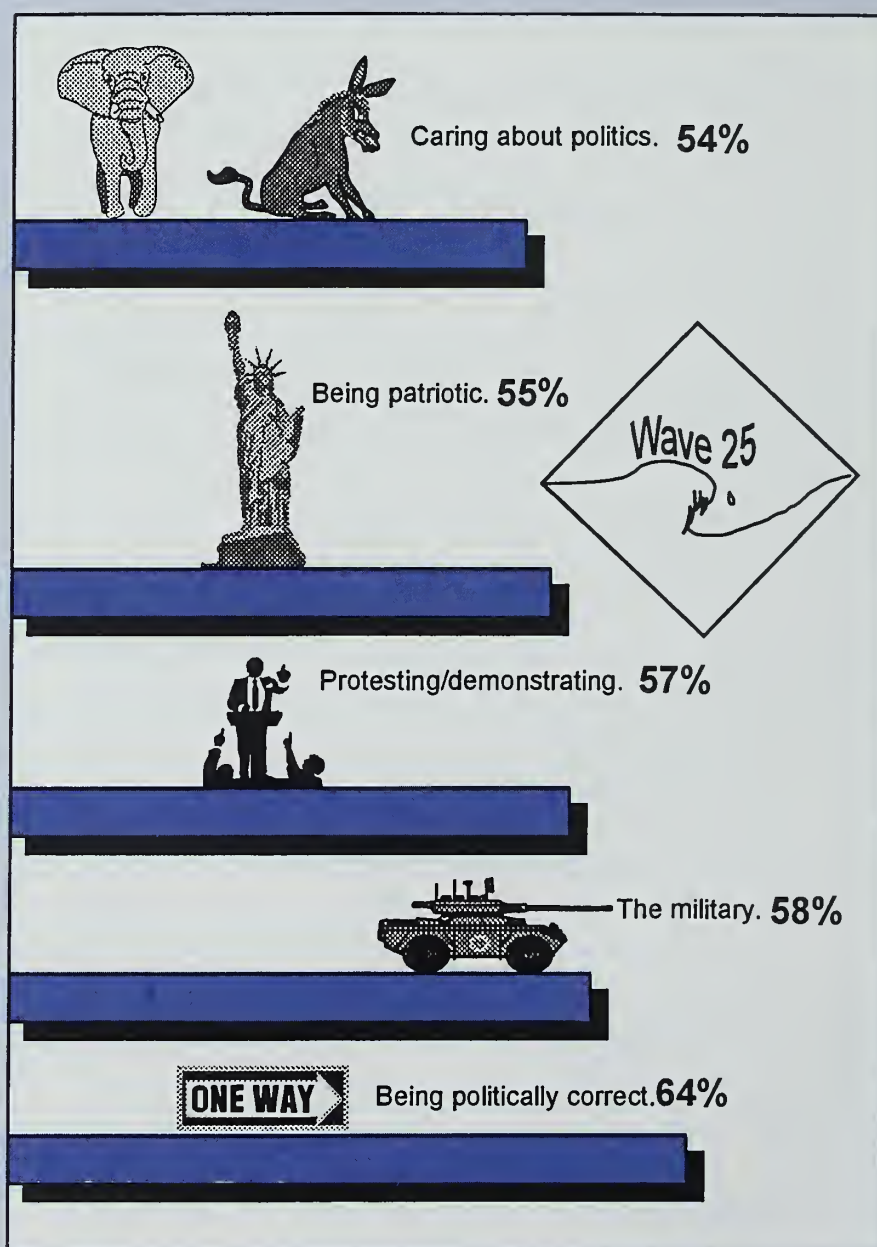
Social Concerns: The social concerns that appear to be "out" include a number of political and political correctness issues. The issues addressed as "out" are shown on the chart. Politics appears to be a seasonal concern, increasing only during presidential-election years.

Introduction:

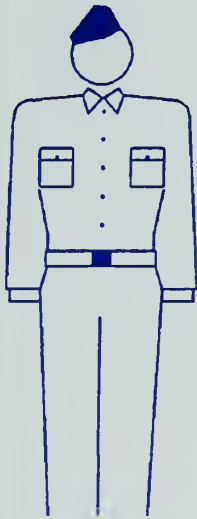
TRU is comprehensive, timely, easily put-to-use research data on the U.S. teenage market population. Because USAREC's prime market is teens, understanding this demographic group has become increasingly more important with the recent decline in propensity toward Army enlistment. Because

teens continue to be an extremely volatile market, the twice-a-year tracking provided by this study is critical. It provides a measurement of seasonal variability and a means to more closely track both general trends and shifts. The current study is Wave 25 released in March, 1995.

Social Concerns



Military highlights



Most important reasons to consider enlistment in the military:

1. Money for college.
2. Job security.
3. Trade skill.
4. Cash Bonus.
5. Doing something I can be proud of.

These are the five top reasons the prime market would consider military enlistment.

Important Enlistment Attributes

(1) Males: The top Army performances for the males include:

- Best Offering of Money for Education
- Best Cash Bonus for Joining
- Best Preparation for Civilian Job
- Best Preparation for Adult Life

The Army is experiencing significant negative decreases in two out of the eight attributes surveyed in Wave 24. The Marine Corps leads the male market in six out of 13 attributes, but is also the service least interested in. The Air Force leads in four out of the 13 attributes, and is the service most interested in.

(2) Females: The top Army performances for the females include:

- Best Offering of Money for Education
- Best for Country's Defense
- Best Cash Bonus for Joining
- Best Preparation for Adult Life
- Best Preparation for Civilian Job
- Best Develops Self Confidence

The Army experienced a significant increase for the female category "Best Preparation for Civilian Job", but is also the service least interested in. The Air Force leads in six out of the 13 attributes, and is the service most interested in. The Marine Corps leads in two out of the 13 attributes, but is also the service least interested in. The Air Force leads in six out of the 13 attributes, and is the service most interested in.

Media Recall of Army Advertising

TV continues to dominate all of the media types for both male and female market segments with significant increases for males 12-15 and males 18-19. Poster recall tends to be increasing in both the male and female markets. Radio recall experienced a slight decrease in all markets except for a slight increase among females 12-15. Both magazine and direct mail recall have remained constant since the last wave.

Perceptions on Current Event Issues

In order to gain some insight to the ever increasing negatively propensed population, seven new questions were submitted for Wave 24 and continued with additions in Wave 25. The question was:

How much do you agree or disagree with each of the following statements?

- I feel that the U.S. needs a strong military.
- I (clearly in Wave 24) understand the role of the U.S. military.",
- I respect the men and women in the military
- Military enlistment is a possibility in my future plans.
- Presence of U.S. ground forces/troops in Bosnia (then Haiti in Wave 25) is/was a good idea.
- Equal opportunity in the military is better than in most organizations.
- My parent(s) would be proud if I served in the military

The question, "Sending of U.S. troops to foreign 'hot spots' is necessary," was added in Wave 25. Increases in understanding, respect, and seeing the need for a strong military indicate that the prime market is in tune with current military issues, but there is a significant decrease in the prime market's perception that military enlistment is in their future plans.

The trend in results for important enlistment considerations is improving. The Army has increased perceptions of being the best service offering four attributes for the males and six attributes for the females. The prime market is in tune with current military issues. However, the perceptions related to propensity behavior are still declining.

CONCLUSION: The results of the March 1995 TRU survey indicate that the Army is positioned to attract prospects by providing money for college and a steady, secure job. Although stressing the skills and experiences that will help in future jobs has slipped in rank the last two waves, this is still positioned as an influencer. Positive shifts in Army advertisement recall are indicating more exposure to the surveyed population. Enlistment considerations seem to be increasing in importance. However, declines in propensity indicate a continued resistance to military enlistment.

Processing prior service and IRR for close-in training seats

Soldiers arriving at Reception battalions are encountering problems in processing if certain documents are not in their packets. Adherence to RECUSAR message 95-021 will ensure our soldiers are processed without delays.

Effective immediately, guidance counselors will not ship an IRR soldier without ARPERCEN assignment orders. RECUSAR message 95-016, part II, dated 24 Mar 95, details the procedures for accomplishing the issuance of ARPERCEN orders in a timely manner. Guidance counselors will not cancel any prior service or IRR soldier for lack of assignment orders without first contacting the USAR ROC via the appropriate brigade.

Guidance counselors will ensure all prior service and IRR soldiers enlisting or transferring to a TPU, who will be attending an active duty AIT, have in their packet at time of enlistment/transfer a certified true copy of their last DD Form 214 or DD Form 220 (Statement of Service). The soldier's PEBD and ADSD will be computed from these documents — not the date of enlistment or transfer. The computed PEBD will be placed on the MEPS training order to ensure the soldier is paid correctly while on active duty.

Any guidance counselor having problems getting their MEPS to cut training orders will refer the MEPS to

Exception to Policy to Ship Past Scheduled RSW

I request my ship date be delayed due to _____

I understand this will delay my training. I understand my return date, (mandatory or otherwise) will be changed to facilitate this request. I understand that I am required to remain on active duty until completion of my initial active duty training, currently projected to be _____

Soldier's signature _____

Parent's signature (if applicable) _____

I understand the above and authorize the student to begin school year 19____, _____ week(s) late.

High school representative (if applicable) _____

MEPCOM message 5056, dated 20 Apr 95, subject: Change to USMEPCOM Reg 601-23. This message clarifies the format and procedures for issuing the MEPS training orders.

Guidance counselors will advise soldiers at time of enlistment or transfer that a full clothing issue is required for shipping. Upon shipping, guidance counselors will verify whether the soldier received a military clothing issue. If not, a TPU commander memorandum stating no issue has been made and a blank DA Form 3078 (Clothing Record) with the appropriate UIC must be in the ship packet to permit a full issue at the training installation IAW para 14-4, Army Regulation 700-84, Military Clothing Issue and Sale.

These procedures are

necessary due to the number of soldiers shipping late to IADT. When a soldier arrives at the reception battalion past the scheduled RSW, the soldier will normally be placed in the following week BCT start date (not the scheduled start date). Parent's signature is required for those soldiers who originally enlisted with parental consent. High school representative signature is required for soldiers who are still in high school.

Guidance counselors will have MEPS orders amended, if required, to reflect the new active duty dates due to the delay in shipping.

Questions concerning information in *USAR News* should be directed to your battalion USAR Operations.

The following is a list by battalion of the first OPSC/LPSC to achieve mission box in RSM March.

1st Brigade

ALBANY

LPSC - Albany RS
OPSC - Greenfield RS

BALTIMORE

LPSC - Norfolk RS
OPSC - Lexington Park RS

NEW ENGLAND

LPSC - Boston Metro RS
OPSC - Farmington RS

HARRISBURG

LPSC - Lebanon RS

NEW YORK

LPSC - Fordham Road RS
OPSC - Riverhead RS

PHILADELPHIA

LPSC - Woodbury RS
OPSC - Easton RS

PITTSBURGH

LPSC - Monroeville RS
OPSC - Elkins RS

SYRACUSE

LPSC - Batavia RS
OPSC - West Seneca RS

BECKLEY

OPSC - Pineville RS

2d Brigade

ATLANTA

LPSC - Columbus RS
OPSC - Americus RS

COLUMBIA

LPSC - Columbia Downtown RS
OPSC - Orangeburg RS

JACKSONVILLE

LPSC - Orange Park RS
OPSC - Lake City RS

MIAMI

LPSC - Rio Piedras RS
OPSC - Kendal Lakes RS

MONTGOMERY

LPSC - Mobile RS
OPSC - Cullman RS

NASHVILLE

LPSC - Oak Ridge RS
OPSC - Campbellsville RS

RALEIGH

LPSC - Fayetteville RS
OPSC - Henderson RS

TAMPA

LPSC - Brandon RS
OPSC - Port Charlotte RS

JACKSON

LPSC - Gulfport RS
OPSC - McComb RS

3rd Brigade

CHICAGO

LPSC - South Clark Street RS
OPSC - Freeport RS
OPSC - Bradley RS

CLEVELAND

LPSC - Massillon RS

COLUMBUS

LPSC - Heath RS
OPSC - Marion RS

INDIANAPOLIS

LPSC - Evansville RS
OPSC - Bedford RS

GREAT LAKES

LPSC - Saint Joseph RS
OPSC - East Tawas RS

MILWAUKEE

LPSC - Escanaba RS
OPSC - Rhinelander RS

MINNEAPOLIS

LPSC - Saint Cloud RS
OPSC - Fergus Falls RS

5th Brigade

DALLAS

LPSC - Temple RS
OPSC - Grand Prairie RS

HOUSTON

LPSC - West Parker Road RS
OPSC - Lake Jackson RS

KANSAS CITY

LPSC - Battlefield RS
OPSC - Ava RS

NEW ORLEANS

LPSC - Lake Charles RS
OPSC - Ruston RS

OKLAHOMA CITY

Negative Report

SAN ANTONIO

LPSC - Brownsville RS
OPSC - San Antonio RS

DES MOINES

LPSC - Cedar Rapids East RS
OPSC - Nebraska City RS

ST. LOUIS

LPSC - Champaign RS
OPSC - Effingham RS

6th Brigade

DENVER

LPSC - Grand Junction RS
OPSC - Cheyenne RS

LOS ANGELES

LPSC - Ventura RS
OPSC - West Covina RS

PHOENIX

LPSC - Tucson East RS
OPSC - Lake Havasu RS
OPSC - Safford RS

PORTLAND

LPSC - Guam RS
OPSC - Hilo RS

SACRAMENTO

LPSC - Chico RS
OPSC - Susanville RS

SALT LAKE CITY

LPSC - Sandy RS
OPSC - La Grand RS
OPSC - Bozeman RS

SANTA ANA

LPSC - Lancaster RS
OPSC - Hanford RS

SEATTLE

LPSC - Tacoma Mall RS
OPSC - Aurora RS

Higher rank for USAREC NCOs

Promotions to MSG

Esler, Paul F.
 Richards, Thomas D.
 Pettini, Stephen J.
 Taylor, Sharon A.
 Anderson, Audley I.
 Wambold, Wesley A.
 Walker, Johnavla L.
 Martin, Randall S.
 Cruz, Angel R.
 Lowe, Glenn A.
 Day, Richard
 Travis, Drayton
 Hooper, Jerry W.
 Snipes, Walter L.
 Davis, Donald B.
 Stephens, Curtis E.
 Cotton, Rochester A.
 Rehder, Bambi L.
 Brown, Barry N.
 Trammell, Kim A.
 Riker, Gerald B.
 Fors, Robert I.
 Harris, Anthony D.
 Giberson, James L.
 Holloway, Charles E.
 Krysevig, Jeffrey A.
 Walker, Jeffrey W.
 Albrecht, Donald J.
 Emery, Daniel W.
 Smith, Randy D.
 Long, Edward A.
 Walls, Charles A.
 Lee, Sung H.
 Woodward, Jay R.
 James, Roy A.
 Gibson, Robert E.
 Scott, James W.
 Powell, Gregory
 Watkins, Arnold L.
 Pickett, Michael G.
 Olsen, Steven D.
 Toms, Charles E.
 Long, Daniel G.
 Williams, Eddie S.
 Hurt, James C.
 Bradley, Lafayette
 Hilton, Willie E.
 Rosario-Santana, W.
 Holt, John W.
 Dewind, Constant P.
 Bohac, David A.
 Smith, Delane

Folsom, Thomas C.
 Eggers, James B.
 Ramirez, Johnny D.
 McKenzie, James I.
 Rucker, Clarence Jr.
 Barnes, Christopher
 Stuhlmiller, Larry J.
 Ellis, Robert E.
 Robert, Shari A.
 Gonzales, Xavier L.
 Williams, Robert L.
 Jarchow, Ronald D.
 Jackson, Dean E.
 Durette, James A.
 Cochran, Herman G.
 Sims, Dwight A.
 Pack, Leah M.
 Hill, Raymond V.
 Jackson, Ricky D.
 Dean, Jeffrey L.
 Stubeda, Martin J.
 Primous, Josephine
 Swanson, Craig W.
 Vanderhoof, Glenn T.
 Simons, Constance S.
 Emple, Raymond A.
 Thomas, Emma D.
 Chatman, John E.
 Dick, Jon R.
 Cox, Therese A.
 Badia, Lawrence E.
 Abert, Norbert J.
 McFadden, Charles
 Nowakowski, Joseph
 Daugherty, Timothy
 Alexander, Timothy
 Gomez-Roman, Ruben
 Seiber, William L.
 Cirrincione, Joseph
 Correa, Larry
 Henderson, Eva J.
 Leggett, Veronica A.
 Fleshman, Harvey D.
 James, Marietta
 Walker, John H.
 Rollins, Christopher
 Huggins, Billy D.
 Montgomery, Aron J.
 Arnett, Michael R.
 Hobgood, Robin D.
 Williams, Larry D.
 Sohn, Victoria L.*

Cunningham, Mary L.
 Blckham, Glen A.
 Rieman, Frank A.
 Sennett, Duane A.
 Slade, Carl D.
 Hansen, George E.
 Myers, Donald P.
 Altnutt, Susan K.
 Jackson, Phillip
 Wlms, John W.
 Bailey, Curtis
 Tabor, Phillip E.
 Martin, Robert J.
 Abafo, Rudolph K.
 Greer, Dwayne A.
 Torres, Ricardo
 McClard, Charles W.
 Parker, Ernest Jr.
 Irvine, William A.
 Stapleton, George W.
 Mayfield, Vincent B.
 Hatchett, Donna S.
 Forehand, Calvin D.
 Jones, Ronald A.
 Kidwell, John G.
 Little, Deborah R.
 Jacobsen, Darrell
 Kuhar, Scott R.
 Milian, Juan C.
 Fargo, Peter J.
 Grim, Christopher L.
 Ohler, David P.
 Dixon, Muriel H.
 Dodd, Warren W.
 Wright, Lonnie C.
 Johnson, Donald W.
 West, Christine
 Wells, Joseph M.
 Stanley, Gary D.
 Green, Verna M.
 Woodard, Ray H.
 Starkey, Carol A.
 Thomas, Larry R.
 Dyson, Joseph E.
 Butler, Anthony C.
 Dobzenski, David A.
 Dille, Thomas S.
 Stone, James E.
 Jones, Timothy W.
 Solero-Rodriguez, E.
 Hanna, Anthony M.
 Lange, Curtis A.

Flemming, Thomas G.
 Ellis, Scott D.
 Lindsay, Lennard B.
 Cardona-Ramirez, J.
 Betancourt, Jose E.
 Beaulieu, David M.
 Barrington, Leo Jr.
 Turner, Richard A.
 Rivera-Arroyo, Jose
 Rodriguez-Garcia, M.
 Brashear, Ernest L.
 Connelly, Edward F.
 Hickman, Ivory L.
 Albright, Kenneth W.
 Kintchen, Larry
 Genske, Guy M.
 Burton, Richard B.
 Craven, Richard R.
 Dyer, Ray D.
 Berger, Edward Jr.
 Anderson, Edward L.
 McFadden, Tyrone D.
 Anderson, Mickey D.
 Frye, Vincent L.
 Bliss, Delbert L.
 Corcoran, Brian W.
 Johnson, Brent B.
 Williams, Marshal
 Black, Thomas B.
 Battle, Leonard
 Tarver, Rickey B.
 Harris, Brenda J.
 O'Keefe, Daniel R.
 Sabinash, Steven L.
 Serrano-Sotomayor, E.
 Plemens, James A.
 Czarnecki, Mark D.
 Hall, Richard T.
 Peterson, Joseph C.
 Martin, Richard F.
 Trotter, Katherine
 Hall, Reginald D.
 Lewis, Debra L.
 Candelario, Leslie
 Green, Charles O.
 McLain, Robert J.
 Andrews, Lisa I.

*SFC Victoria L. Sohn,
 Oklahoma City Recruiting
 Battalion, promotion to MSG
 awarded post humously.

Gold Badge



ALBANY

SGT Kevin McEachern
SGT Darrick Hazley
SGT Brian K. Stacy

ATLANTA

SFC Joey Gibbons
SGT Bobby Benham
SSG Deborah Holland
SSG Lester Goins
SSG Olivia Blount
SGT Craig Thomas

BALTIMORE

SSG Antonio Graves
SSG William Lepto
SSG Tony Sherman
SGT Randy Kornegay

BECKLEY

SFC Aaron Collins
SSG J. Schoonover

CHICAGO

SSG Thomas Ciota
SFC Sammy Aaron
SSG Isaac Kyle
SFC Kimerly Green
SSG Allison Julye
SSG Michael Stuebinger
SGT Darryl Cottle

CLEVELAND

SSG Ulysses Newton

COLUMBIA

SSG Earl G. Howell
SSG C. Seaworth
SSG Johnny Thigpen
SSG C. Ferguson
SSG Martin Bethea
SFC Lyndon Townsend
SSG John Stone
SSG Patricia Razz
SSG Kevin Fralish
SSG Torrance Hartman
SSG Robert Britt
SSG Stanley Oliver

DENVER

SGT Mark Dallas

DES MOINES

SGT Phillip Morrison
SFC Dean Hamilton

GREAT LAKES

SGT Glenn Hazelton
SGT Seante King
SSG John Fawcett
SSG Dennis Shields

HARRISBURG

SFC Paul Walker

HOUSTON

SSG Brian Moss
SSG George Cervantes
SSG Robert Barclay
SSG Timothy Jean
SSG Robert Norris
SFC Felicia Parris

INDIANAPOLIS

SSG Johnell Joseph
SGT John Hammen
SGT Wesley Vaughn
SFC David Oconnor
SGT Timothy Bolton
SSG Stefan Austin

JACKSON

SSG Troy Dartez
SSG Janette Redeaux
SSG Leroy Redeaux
SSG Jay Erwin

JACKSONVILLE

SSG Rodney Sainz
SSG Michael Gibson
SSG Mark Brinton
SSG Allen Whigham
SGT Donald Jones

LOS ANGELES

SSG Marcus Doo
SSG Corliss Stanton
SFC Michael Hodge
SSG Pamela Jimenez
SSG Raul Hernandez
SSG Craig Nutter
SSG J. Guerrasantana

MIAMI

SSG R. LopezRamos
SSG Ruben Valentin

SSG Jose Velazquez
SSG Morgan Segarra

MINNEAPOLIS

SGT David Daily
SGT M. Dickenson
SSG Lee Payne

MONTGOMERY

SSG Johnny Hoskins
SSG James Robertson
SSG Michael Martin
SSG Harold Myers
SFC Daneen Harris

NASHVILLE

SGT Charles Perry, Jr.
SSG Jesse Farris
SSG Patrick Green
SFC Wesley Lewis
SFC Clevan Wilson

NEW ENGLAND

SSG Phillip Connors
SSG Brock Levy

NEW ORLEANS

SFC Randolph Lewis

NEW YORK CITY

SGT Darryl Williams
SFC David Thiemann
SSG Charles Adams

OKLAHOMA CITY

SSG Markus Peters
SFC William Morris
SFC Reuben Sabio
SGT Dennis Deforest
SFC Stephen Fox
SSG Ronald Onofrey
SGT Thomas Fremault

PHILADELPHIA

SFC Thomas Dinetta
SSG Willie Sullivan
SFC Frederick Finn
SSG C. Velez-Gonzalez
SSG Frederick James, Jr.
SSG Kelvin Apparicio
SGT Thomas Smith

PHOENIX

SSG David Banks
SSG Chris Babb
SSG James Brown
SSG George Delaware
SGT Anthony Florez
SSG Kris Mattingly

PITTSBURG

SGT Tracy Fair
SSG David Leister
SSG N. Woodson
SGT Eric Littlejohn
SSG David Gunn

PORTLAND

SGT Patrick Sonneman
SSG Alan Brown
SSG John Kessler
SSG R. Easterbrooks
SGT Ronald Norby
SGT Scott Blanchard

RALEIGH

SGT Gus Johns

SACRAMENTO

SSG William C. Jennings

SAN ANTONIO

SGT Julio L. Matta-Robles
SSG Juan M. Espinal
SSG Ramon A. Davila
SSG Anthony Johnson
SSG Rodney J. Watson
SSG Jaime L. Martinez
SSG Jerry Miller
SSG Andres Hernandez
SSG Waldemar Robledo-Cortes

SEATTLE

SSG Dale Constantine
SGT Stacy Wilson
SFC Kalen D. Dringman
SSG Jason F. Williams
SGT James N. Bruce

TAMPA

SSG Bennie Patterson
SGT Robert Richard
SGT Robert Baxter

Salutes

ALBANY

SFC Henry Rowland
SFC Anthony Urban

BALTIMORE

SFC Jeffery Whitmore

COLUMBIA

SGT Randy Johnson
SFC William McMullen

DALLAS

SFC Antonio Dixon
SFC Sheppard Glass

HARRISBURG

SFC Edward Berger, Jr.
SSG Gary Knarr

INDIANAPOLIS

SFC Jeffrey Crist
SSG Donnie Harris

JACKSONVILLE

SSG Rickey Hawkins

MIAMI

SSG Robert Serrano

MINNEAPOLIS

SFC Robert Parshall

MSG Michael Claiborne

OKLAHOMA CITY

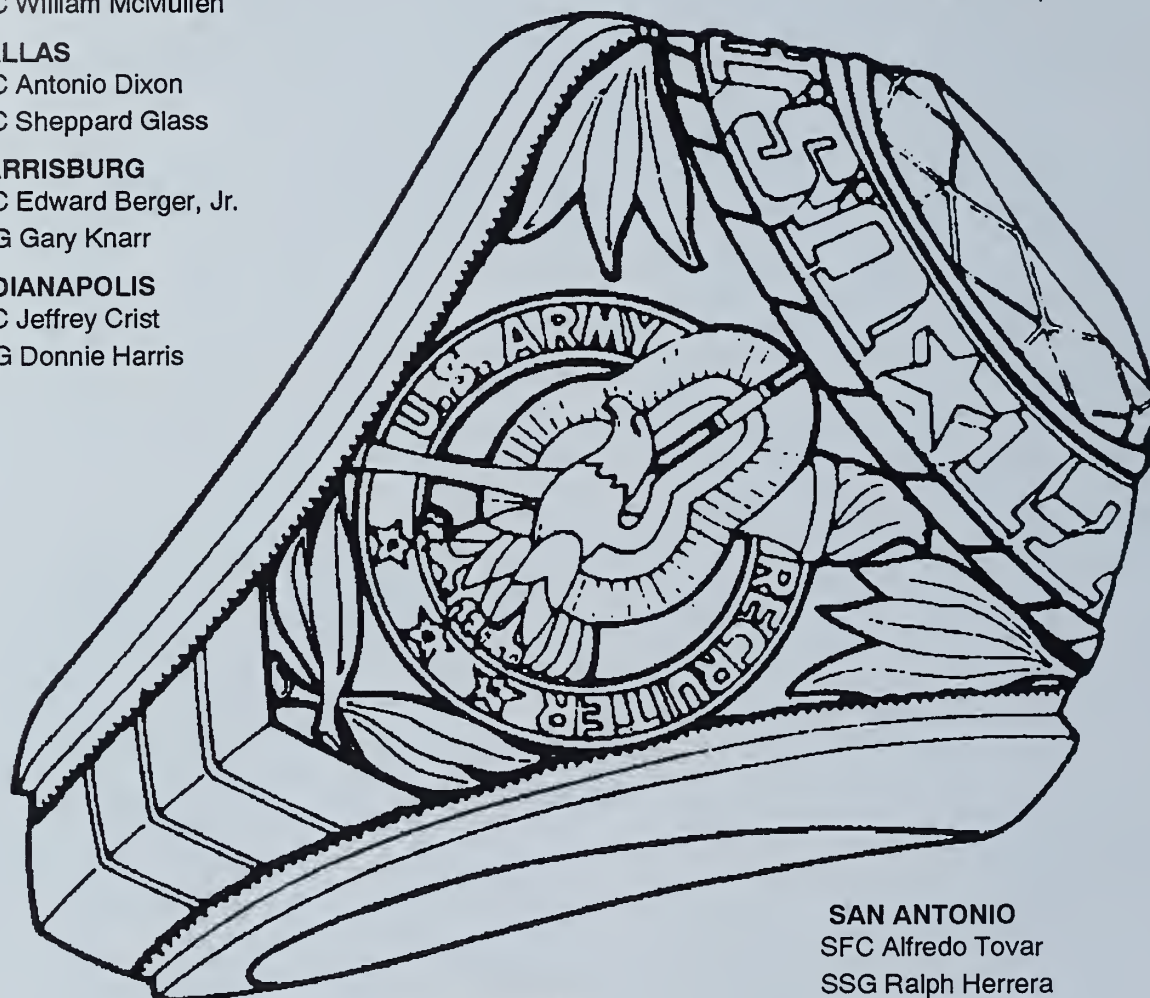
SFC Ronald Jones

RALEIGH

SSG Wayne Hewlett

SACRAMENTO

SFC Kenneth Kemp



JACKSON

SFC David Berggren
SFC Anthony Parkman

JACKSONVILLE

SGT Darnell Braggs

LOS ANGELES

SFC Matthew Vanscoy
SFC T. Witherington

MONTGOMERY

SSG William Larochele
SSG Dantha Stallings
SFC Ricky Nease

NEW ENGLAND

SSG Byron Hoover

NEW YORK CITY

SSG Frank Quinonez
SFC Priscilla Ruiz

SAN ANTONIO

SFC Alfredo Tovar
SSG Ralph Herrera

ST. LOUIS

SFC John A. Coleman
SSG Rodney Pritchard

SYRACUSE

SSG Keith Clark

TAMPA

SSG Antonio Murguia

Recruiting Support changes

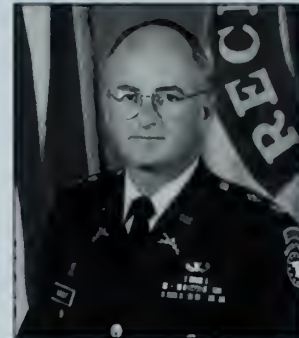
A civilian awards and change of command ceremony held in late March marked the closing of the US Army Recruiting Support Command at Cameron Station, Va., and the unit's move to Fort Knox, Ky. USAREC commanding general, MG Kenneth W. Simpson, praised the RSC military, civilians, and contractors for their efforts in supporting the field recruiter.

RSC personnel have assisted Army leadership with telling the Army story to the American public since the 1939 World's Fair. Many of the exhibits that enhance the hallways of the Pentagon were designed and constructed by talented RSC employees, many of whom MG Simpson recognized during the awards ceremony.

In 1931 when the decision was made to form an exhibit element to build and display the Army story at the New York World's Fair, the element was staffed solely by soldiers who constructed and manned the exhibits. Through the years, the unit continued to grow and assume more responsibility for exhibiting throughout the United States. In 1971, when the decision was made to end the draft and to recruit an all-volunteer force, the unit was assigned to USAREC. In 1985, the responsibility for design and construction of stationary and mobile

exhibits shifted from a military workforce to a contractor employing a civilian workforce and using government-owned facilities and equipment.

RSC's mission has included interior design of the new USAREC headquarters at Fort Knox and the Army War College Strategic Studies Institute at Carlisle Barracks, Penn. It also produced such static displays as the Hall of Heroes for the 82d Airborne at Fort Bragg, N.C. Marketing items such as banners, signs, bumper stickers, and posters provide a continuous flow of products to the field recruiter.



New Recruiting Support
Battalion Commander
LTC George B. Wright


RSC is now the Recruiting Support Battalion, and the unit will complete its move into new facilities at Fort Knox this summer.



MG Simpson and outgoing RSC commander, COL Susan Cheney, conducted the awards ceremony.

Answers to the Test

1. A, AR 601-210, para 2-1c
2. D, AR 601-210, para 2-10g
3. A, AR 601-210, para 3-8a(3)
4. D, USAREC Reg 350-6, Appendix G, para G-4
5. C, USAREC Reg 601-97, para 6a(12)
6. D, USAREC Cir 601-85, para 1-4a(1)(c)
7. B, USAREC Reg 350-4, Appendix H, para H-3a(1)
8. B, USAREC Reg 350-7, para 3-3b
9. A, USAREC Reg 350-7, para 6-8b
10. B, USAREC Reg 350-7, Appendix D, para D-2a(4)
11. A, USAREC Reg 350-7, Appendix F, para F-4a(4)
12. B, USAREC Reg 350-7, Appendix N, para N-1
13. C, STP 21-1-SMCT Task 071-331-0803, page 10
14. C, STP 21-1-SMCT Task 071-326-0512, page 24
15. D, STP 21-1-SMCT Task 071-325-4425, page 258



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